

# Leadership Competency Development Guide

## Competency Cluster: Fostering a Team Environment



### Competency: Conflict Management

Definition: Preventing, managing, and/or resolving conflict.

#### Behavioral Indicators:

- Recognizes differences in opinions and misunderstandings and encourages open discussion
- Uses appropriate interpersonal styles
- Finds agreement on issues
- Deals effectively with others in antagonistic situations

Developing/Practicing this Competency	Learning from Others	Sample Developmental Goals
<ul style="list-style-type: none"> <li>• At meetings, listen with full attention to clarify issues.</li> <li>• Ask questions to learn others' points of view.</li> <li>• Share information fully so others are informed about issues.</li> <li>• Be open to feedback, both verbal and nonverbal, that indicates you have missed other people's concerns.</li> <li>• Practice active listening.</li> <li>• Avoid taking things personally.</li> <li>• Read books and watch videos on conflict management. (See below)</li> <li>• Model and coach team on the importance of respecting different interpersonal styles.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask a peer or mentor to observe you in meetings and provide feedback to you on how well you handle conflicting viewpoints.</li> <li>• Observe someone with a reputation for effectively managing conflict. Note specific things they do to resolve issues.</li> <li>• If faced with a difficult situation, ask a mentor or internal consultant to work with you on how to handle the situation.</li> <li>• Interview a skilled executive on how he/she handles and avoids conflict.</li> </ul>	<ul style="list-style-type: none"> <li>• I will read <i>Coping With Difficult People</i> by Robert Bramson by April 12 and practice at least one idea by April 30.</li> <li>• I will take a course on Conflict Management by November 15.</li> <li>• I will ask Jill Hernandez to observe and provide feedback on how I lead a meeting on a controversial issue by June 30.</li> <li>• Review and (if needed) update policies on Prevention of Sexual Harassment and Workplace Violence.</li> </ul>



# Leadership Competency Development Guide for Conflict Management

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Conflict Management in civil service.

## Resources Index



[Definition, Behavioral Indicators,  
Developmental Activities](#)



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## **Academic Journals and Books** **On-Line and Available for Checkout**



### **Academic Journals and Articles on Conflict Management**

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## Webinars



# Coming Soon!!



## Other Resource Links



### The Foundation Coalition

[Understanding Conflict and Conflict Management](#)

### Harvard Business School Working Knowledge

[Leadership & Management: Negotiations](#)

[Negotiations](#)

### Impact Factory

[Conflict Management](#)

### Mind Tools

[Conflict Resolution](#)

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## [Linked Documents](#)





## Academic Journals and Articles On-Line

### [Adjust your point of view in order to resolve conflict.](#)

Offers tips on conflict resolution. Information on problem-oriented focus behaviors; Description of solution-oriented focus behaviors; Tips for dealing with workplace conflict.

**Author:** Adkins, Ben

**Source:** Fort Worth Business Press 19, no. 9 (February 27, 2006): 43.

### [Chapter 2: Recognizing Types of Conflict.](#)

Chapter 2 of the book "How to Manage Conflict in the Organization," second edition is presented. It explains the importance of conflict resolution to managers identifies the basic types of conflict and describes the six root causes of structural conflict. The chapter defines interpersonal conflict and describes how structural conflict can transform into interpersonal conflict. It also describes how potentially destructive conflicts can be transformed into constructive conflicts by applying the basic tenets of principled negotiation.

**Authors:** Carter, Gregg Lee, and Joseph F. Byrnes

**Source:** In How to Manage Conflict in the Organization, 2nd Edition, 33-53. American Management Association International, 2006.

### [Chapter 5: Negotiation: The Open Approach to Conflict Resolution.](#)

Chapter 5 of the book "How to Manage Conflict in the Organization," second edition is presented. It defines negotiation, describes the five styles of conflict resolution and establishes the connection between the two concepts. The chapter provides the case study of Masoon Company to illustrate how the negotiating process works with the use of various negotiating orientations. It also provides conflict resolution tools as guides on how to keep one's poise and how to generate options when negotiating with difficult people.

**Authors:** Carter, Gregg Lee, and Joseph F. Byrnes

**Source:** In How to Manage Conflict in the Organization, 2nd Edition, 111-134. American Management Association International, 2006.

## **Conflict.**

The article discusses the benefit of conflict in the decision-making process. Conflict is an essential part of human nature, a natural by-product of humans' separate and ceaseless thought processes. The key challenge, then, is not to eliminate conflict, but to manage it in a way that produces constructive outcomes. Three common approaches are management by fiat, majority rule, and collaboration. Fiat and majority rule often produce bitter individuals who can undermine an organization's effectiveness. A collaborative approach wherein all participants recognize everyone brings a different and potentially valuable way of looking at a problem holds out the most promise for effective decision-making.

**Author:** Gunn, Bob

**Source:** Strategic Finance 83, no. 6 (December 2001): 12-15

## **The Conflict over Conflict Management.**

The article focuses on the emergence of conflict management systems and associated practices. It emphasizes that there are two main camps opposed to conflict management systems in which one has a progressive view of conflict and the other has a traditional view. Moreover, it mentions that organizations develop policies and procedures designed to assist in addressing conflict in a manner that is consistent with their broader goals and objectives to adopt a conflict management approach.

**Authors:** Lipsky, David B., and Ariel C. Avgar

**Source:** Dispute Resolution Journal 65, no. 2/3 (May 2010): 11-43.

## **Courage with conflict.**

Offers ideas on managing workplace conflict. Importance of courage for managing conflicts with others; Tips on assessing the risk of the conflict; Opportunities provided by conflicts.

**Author:** Adkins, Ben

**Source:** Fort Worth Business Press 17, no. 10 (March 5, 2004): 43.

### [The Inexorable Link between Conflict and Change.](#)

Presents advice on managing conflicts in an organization. Results of conflict cycles; Characteristics of a conflict or a disagreement; Discussion on constructive and destructive conflicts; Social factors that affect conflict.

**Author:** Berstene, Thomas

**Source:** Journal for Quality & Participation 27, no. 2 (Summer2004 2004): 4-9.

### [Jerks at Work.](#)

The article offer suggestions how to handle employees who meet or exceed performance and attendance standards, yet have personalities that are utterly destructive to the work environment. It states that management should confront the jerk directly and point out the specific behaviors that are unacceptable and must change. It should also spell out in writing the fact that simply showing up to work on time and meeting job requirements is not enough; a positive, cooperative attitude is essential.

**Author:** Janove, Jathan

**Source:** HRMagazine 52, no. 5 (May 2007): 111

### [Last Word: Removing "Personal" from Interpersonal Tension.](#)

The article discusses conflict management and resolution in the work environment. Means by which a manager can avoid disputes over costs with corporate procurement departments when contracting out the training of employees are presented. The primary advice given to both parties is to recognize the systemic nature of the dispute created by their different roles within the organization.

**Author:** Ebenstein, Donny

**Source:** Training 46, no. 8 (October 2009): 1.

### [Managing Toxic Employees.](#)

The article provides information on how to handle the detestable attitudes of toxic employees in the U.S. These attitudes include poor morale, low productivity, unwillingness to work overtime and always creating arguments to other people. The author further discusses a step by step procedure in transforming toxic behavior into a positive one.

**Author:** Mitnick, Edward R.

**Source:** Business West 25, no. 24 (April 13, 2009): 18.

### [Organizational Conflict--The Good, the Bad, and the Ugly.](#)

Discusses the dysfunctional and functional views on organizational conflicts. Common strategies used by managers, employers and organizations in managing conflicts; Ways to avoid conflicts; Benefits of organizational conflicts.

**Author:** Bacal, Robert

**Source:** Journal for Quality & Participation 27, no. 2 (Summer 2004): 21-22.

### [A Process for Managing Conflict.](#)

The article focuses on the process of managing conflict between managers and direct reports. The process includes recognizing both sides of the conflict, preparing for the resolution, managing a conflict resolution session and then reflecting on the situation and its solution to learn lessons which can be applied to future conflict situations.

**Author:**

**Source:** Managing Conflict with Direct Reports (January 2002): 10-24

### [Resolve Conflict.](#)

The article advises on how to resolve conflicts in the work to prevent intensification of problem in the U.S. The author notes that conflicts could be resolved through fight or amicable settlement, which levelheadedness rule to prevent further damage. He suggests to hear all sides of the story to explore options with open mind, calm and diligent response.

**Author:**

**Source:** Managing People at Work no. 329 (August 2009): 8.

### [Resolving Team Conflict.](#)

The article gives advice on resolving team conflict. A team can bring in different viewpoints and areas of expertise to solve problems that would stymie permanent groups with a narrower range of experience. However, the blending of different backgrounds and skills makes them problematic. One of the major obstacles to conflict resolution is unrealistic expectations. The key

solution to it is to expect conflict and take it lightly. Developing this attitude is crucial because it cuts out the element of surprise resulting to intelligent decision making. Moreover, it makes team members willing to take responsibility.

**Authors:** Reimold, Cheryl, and Peter Reimold

**Source:** Paper 360 2, no. 11 (December 2007): 34.

### [Take Emotion Out of Conflict Resolution.](#)

The article focuses on the E-R-I model which stands for emotions, reason, and intuition. E-R-I model uses a step-by-step approach to help one think about ways to resolve a problem. It can help how to resolve conflicts regarding organization development and culture issues, customer service problems, or struggling sales often surface when working with clients. Further, E-R-I model also provides techniques for making decisions that are suitable for any situation. In addition, this model will solve disagreements and disputes inevitably occur.

**Author:** Scott, Gini Graham

**Source:** T+D 62, no. 2 (February 2008): 84-85.

### [Team Role Preference and Conflict Management Styles.](#)

In the context of the widespread and extensive use of team work in organizations this study analyses the relationship between individual team role preference and styles of managing interpersonal conflict. Data were collected from 26 work teams containing 169 individuals at two times four months apart. Results show that team role preference is related to Dominating, Integrating, Avoiding, Compromising and Obliging conflict management styles. Moreover, two different effects were observed over time. Firstly, at Time 2 an increase in the role clarity (reduction of role ambiguity) of team members was observed. Secondly, time pressure and team learning processes moderated the relationship between team roles and conflict managing style. Results have theoretical as well as practical implications for team building programs in search of integrative solutions to conflict. [ABSTRACT FROM AUTHOR]

**Authors:** Aritzeta, Aitor, Sabino Ayestaran, and Stephen Swailes

**Source:** International Journal of Conflict Management 16, no. 2 (April 2005): 157-182.

## [A theory-based measure of conflict management strategies in the workplace](#)

Conflict management influences individual well being, group performance and organizational effectiveness. This research examined the psychometric qualities of two versions of the newly developed test for conflict handling. The lean version (Study 1 and 2) included problem solving, forcing, yielding and avoiding as distinct conflict management strategies, and the expanded version (Study 3) also included compromising. A negotiation study (Study 1) showed substantial convergence between self-reports, opponent-reports and observer rated behavior for problem solving, forcing and yielding, but not for avoiding. In Study 2 and Study 3 the psychometric properties were examined of the lean and the expanded version, respectively. Confirmatory factor analyses revealed good to excellent psychometric qualities of both versions of the scale. We conclude that the scale is a parsimonious, flexible and valid instrument to assess conflict management strategies at work. [ABSTRACT FROM AUTHOR]

**Authors:** Aukje Nauta, et al.

**Source:** Journal of Organizational Behavior 22, no. 6 (September 2001): 645-668

## [Understanding Work Styles.](#)

Discusses methods and strategies for understanding work styles. Emphasis on the effect of differences in work styles on the occurrence of conflict between subordinates and supervisors; Use of the Kirton Adaptor-Innovator Inventory problem solving style; Indications of industrial relations.

**Authors:** Yin, Xu, and Brad M. Tuttle

**Source:** Business & Economic Review 51, no. 1 (October 2004): 22-24.

## [Want Collaboration?](#)

Companies try all kinds of ways to improve collaboration among different parts of the organization; cross-unit incentive systems, organizational restructuring, team-work training. While these initiatives produce occasional success stories, most have only limited impact in dismantling organizational silos and fostering collaboration. The problem? Most companies focus on the symptoms ("Sales and delivery do not work together as closely as they should") rather than on the root cause of failures in cooperation: conflict. The fact is, you can't improve collaboration until you've addressed the issue of conflict. The authors offer six strategies for effectively managing conflict: Devise and implement a common method for resolving conflict. Provide

people with criteria for making trade-offs. Use the escalation of conflict as an opportunity for coaching. Establish and enforce a requirement of joint escalation. Ensure that managers resolve escalated conflicts directly with their counterparts. Make the process for escalated conflict resolution transparent. The first three strategies focus on the point of conflict; the second three focus on escalation of conflict up the management chain. Together they constitute a framework for effectively managing discord, one that integrates conflict resolution into day-to-day decision-making processes, thereby removing a barrier to cross-organizational collaboration.  
[ABSTRACT FROM AUTHOR]

**Authors:** Weiss, Jeff, and Jonathan Hughes

**Source:** Harvard Business Review 83, no. 3 (March 2005): 93-101.

### [What is your Conflict Style?](#)

Deals with improving the skills in managing and resolving conflict. Sources of conflicts; Factors affecting the way of managing conflict; Conflict management styles.

**Authors:** Conerly, Keith, and Arvind Tripathi

**Source:** Journal for Quality & Participation 27, no. 2 (Summer 2004): 16.



## California State Library

Conflict Management Books Available for Checkout

Book Title	Author	Publisher	Year	Call Number
<b>The Answer To How Is Yes: Acting On What Matters</b>	Peter Block	Berrett-Koehler Publishers	2002	BF637.S4B5 72 2002
<b>The Art of Managing Everyday Conflict: Understanding Emotions and Power Struggles</b>	Erik A. Fisher and Steven W. Sharp	Praeger	2004	HM1121 .F57 2004
<b>Bullying From Both Sides: Strategic Interventions For Working With Bullies &amp; Victims</b>	Walter B. Roberts, Jr.	Corwin Press	2006	LB3013.3.R6 3 2006
<b>Collaborative Approaches to Resolving Conflict</b>	Myra Warren Isenhardt and Michael Spangle	Sage Publications	2000	HM1126 .I74 2000
<b>Conflict Management: The Courage to Confront</b>	Richard J. Mayer	Battelle Press	1990	HD42.M39 1990
<b>Conflict Management and Organization Development</b>	W. F. G. Mastenbroek	Wiley	1987	HD58.8.M32 513 1987
<b>Coping With Difficult People</b>	Robert Bramson	Anchor Press/Doubleday	1981	HF5548.8.B6 83
<b>Emotional Intelligence In Action: Training And Coaching Activities For Leaders And Managers</b>	Marcia Hughes, L. Bonita Patterson, James Bradford Terrell	Pfeiffer	2005	HD30.4.H82 4 2005
<b>The Handbook of Negotiation and Culture</b>	Gelfand, Michele J.	Stanford Business Books	2004	BF637.N4 H365 2004



Book Title	Author	Publisher	Year	Call Number
<b>Hidden Conflict In Organizations: Uncovering Behind-the-Scenes Disputes</b>	Deborah M. Kolb	Sage Publications	1992	HM136.H46 1992
<b>How To Lose Friends &amp; Infuriate People: Leadership In The Networked World</b>	Jonar C. Nader	Plutonium	2000	BF637.L4N3 3 2000
<b>The IAF Handbook of Group Facilitation: Best Practices from the Leading Organization in Facilitation</b>	Sandy Schuman	Jossey-Bass	2005	HM751 .I24 2005
<b>Identifying Sources Of Organizational Conflict,</b>	John Turney	U.S. Office of Personnel Management: For sale by the Supt. of Docs.	1982	PM 1.2:Or 3
<b>Listen Up, Leader!: Pay Attention, Improve, And Guide</b>	David Cottrell	Corner Stone Leadership Institute	2000	HF57.7.C68 8 2000
<b>Managing Conflict in Organizations</b>	M. Afzalur Rahim	Quorum Books	2001	HD42 .P47 2003
<b>Managing Difficult, Frustrating, and Hostile Conversations: Strategies for Savvy Administrators</b>	Georgia J. Kosmoski, and Dennis R. Pollack	Sage Publications	2000	LB3011.5 .K67 2000
<b>Managing Workplace Conflict</b>	Jean Lebedun	Provant Media Pub.	1998	HF5548.8.L4 2 1998
<b>Negotiation: Communication for Diverse Settings</b>	Michael Spangle and Myra Warren Isenhardt	Sage	2003	HM1126 .S63 2003
<b>Pfeiffer's Classic Activities for Managing Conflict at Work: The Most Enduring, Effective, and Valuable Training Activities for Managing Workplace Conflict</b>	Gordon, Jack.	Jossey-Bass/Pfeiffe	2003	HF5549.M5 P45 2005

Book Title	Author	Publisher	Year	Call Number
<b>The Power Of A Positive No: How To Say No And Still Get To Yes</b>	William Ury	Bantam Books	2007	BF637.N4U7 95 2007
<b>Pre-Conflict Management Tools: Winning the Peace</b>	Aaron B. Frank	National Defense University	2005	D 5.423:11
<b>Primal Leadership: Realizing The Power Of Emotional Intelligence</b>	Daniel Goleman, Richard Boyatzis, Annie McKee	Harvard Business School Press	2002	HD57.7.G66 4 2002
<b>Resolving Conflicts at Work: A Complete Guide for Everyone on the Job</b>	Kenneth Cloke and Joan Goldsmith	Jossey-Bass Publishers	2000	HD42 .C56 2000
<b>Since Strangling isn't an Option-- : Dealing With Difficult People-- Common Problems and Uncommon Solutions</b>	Sandra A. Crowe	Perigee Book	1999	BF637.I48.C 76 1999
<b>Solving Costly Organizational Conflicts</b>	Robert Rogers Blake	Jossey-Bass Publishers	1984	HD42.B58 1984

## Books Available On-Line

[\*\*The AMA Guide to Management Development\*\*](#) by Daniel R. Tobin and Margaret S. Pettingell. AMACO 2008

[Chapter 4 – section on conflict management](#)

[\*\*Building Conflict Competent Teams\*\*](#) by Craig E. Runde and Tim A. Flanagan. John Wiley and Sons, 2008

[\*\*The Business of Listening\*\*](#), by Diana Bonet. Crisp Publications.

[\*\*Collaborative Leadership: How to Succeed in an Interconnected World\*\*](#) by David Archer and Alex Cameron. Butterworth-Heinemann, 2009

[Chapter 10 – Conflict and the Collaborative Leader](#)

[\*\*Competency-Based Performance Reviews\*\*](#) by Robin Kessler. Career Press, 2008

[Chapter 10 – Manage Different Personalities Toward Better Performance](#)

[\*\*Creating Passion-Driven Teams\*\*](#) by Dan Bobinski, Career Press, 2009.

[Chapter 11 – Resolve to Resolve All Conflict](#)

[\*\*Dealing with X, Y, Zs: How to Manage the New Generations in the Workplace\*\*](#) by James W. Walker; and Linda H. Lewis. FT Press, 2010.

[\*\*Developing Your Conflict Competence: A Hands-On Guide for Leaders, Managers, Facilitators, and Teams\*\*](#) by Craig E. Runde and Tim A. Flanagan. Jossey-Bass, 2010

[\*\*Diversity Code: Unlock the Secrets to Making Differences Work in the Real World\*\*](#) by Michelle T. Johnson. AMACOM, 2010.

[Chapter 19 – As a Department Head or Supervisor, How Do I Really Get People Past Conflicts in the Workplace Once They Have Escalated Badly?](#)

[\*\*Keeping Conflict Constructive: And Unleashing the Power of Divergent Thinking\*\*](#) by Michael A. Roberto. FT Press, 2010.

[\*\*Managing Research, Development, and Innovation: Managing the Unmanageable, Third Edition\*\*](#), by Ravi K. Jain, Harry C. Triandis and Cynthia Wagner Weick. Sybex, 2010.

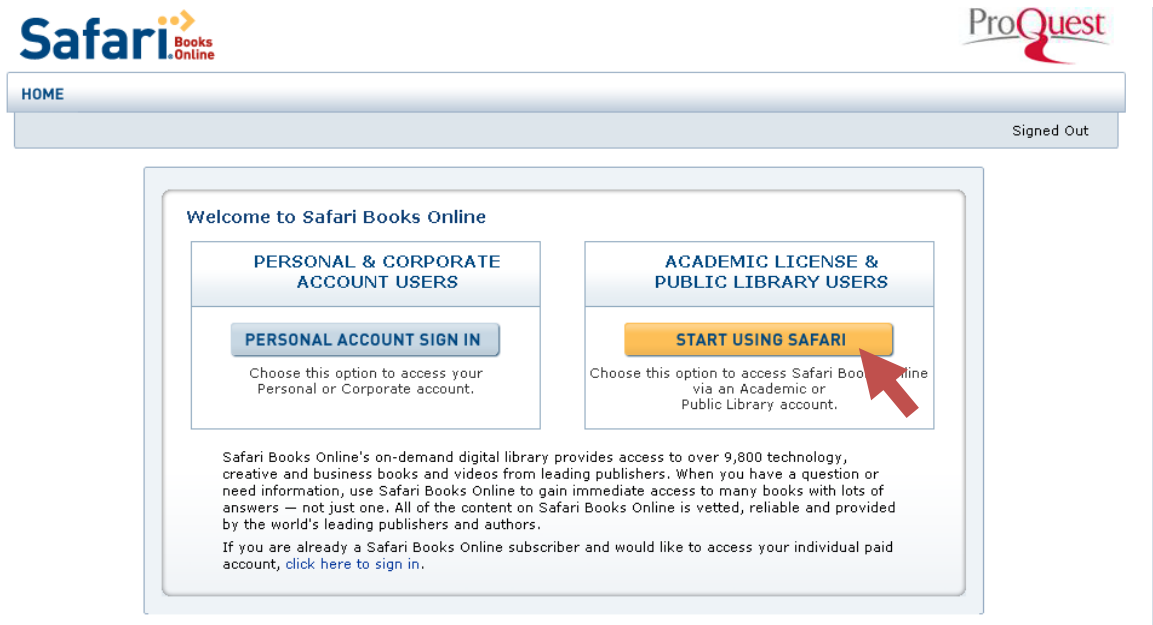
[Chapter 9 – Managing Conflict in R&D Organizations](#)

[\*\*Perspectives on Managing Employees\*\*](#) by Michael A. Fina. Course Technology PTR, 2009

[Part 4 – Managing Through Problems and Issues](#)

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Video Title	Description	Format/ Length	Year	Call Number
<b>Abilene Paradox, 2nd Edition</b>	This classic film on management in an organization has been completely updated with a fresh, new look and a faster, more engaging pace. Whether you are interested in leadership, individual-accountability, communication, team building, decision making or problem-solving training, you'll find this film flexible enough to target the skill sets most important to your organization at any given time.	VHS/28 Minutes	2002	HD30 23 A25 2002
<b>Bad Apples: How to Deal With Difficult Attitudes</b>	Helps supervisors, employees, and managers learn how to deal with negative people, whether a co-worker, customer, or even the boss. Based on material by Michele Matt Yanna.	VHS/ 23 Minutes	2000	HF5549.5. E42.B33 2000
<b>Between You &amp; Me: Solving Conflict (with vignettes.) Government Version</b>	Helps the employee learn to take responsibility for conflict and uncovering both sides; ventilate and neutralize emotion; listen without arguing or judging; and reach consensus.	VHS/DV D 28 Minutes	1995	HD42 B48 1995
<b>Conflict Management</b>	Looks at managers who work with conflicting employees in the workplace. Offers step-by-step methods to handle issues dealing with aggressive behavior, complaints, harmful gossip, etc.	DVD/ 22 Minutes	2007	HD47.C649 2007
<b>Coping with Difficult People</b>	Offers a practical set of techniques for dealing with difficult people.	VHS/41 Minutes	1989	HF5548.8. C58 1989
<b>Coping with Difficult People II</b>	Gives examples of three additional types of difficult people: Sherman Tanks, Super Agreeable, and Complainer. See the description for Part I for more in depth information on the film."	VHS/20 Minutes	1989	HF5548.8 C58 1989
<b>Dealing with Conflict</b>	While the skills and insights presented here will enhance management's ability to resolve conflicts, they are for all employees -- enabling everyone to work through conflicts with less dependence on superiors.	VHS/20 Minutes	1992	HD42 D4 1992
<b>Dealing with Difficult People</b>	Provides practical advice on how to deal with impatient and frustrated patrons.	VHS/120 Minutes	2005	Z711.D87 2005

Video Title	Description	Format/ Length	Year	Call Number
<b>Getting Ahead by Getting Along: People Skills for the Workplace</b>	Teaches co-workers how to settle both personality clashes and work conflicts amongst themselves before their differences get a chance to escalate.	DVD/16 Minutes	1998	HF5386.5 G48 1998
<b>It's Business, not personal: Taming emotions in the workplace</b>	Presents keeping a professional manner when confronting difficult emotional situations on the job.	VHS/21 Minutes	2005	HF5548.8 .187 2005
<b>Legal Issues for Managers: It's Just Not Fair</b>	Find out what can happen when employees or potential employees feel the smack of unfair treatment or inequality. This look at various work-related situations demonstrates how for some individuals, 'It's just not fair,' and paints a truthful representation of the legal consequences managers and organizations can face if an employee files a lawsuit. Explaining the defensive concepts of consistent documentation and recognizable, fair treatment, this unique 'news-magazine' style video lays out six specific guidelines for managers to follow and keep out of court.	VHS/22 Minutes	1996	HF5549.12 L43 1996
<b>Legal Peril: 8 Management Pitfalls to Avoid</b>	Statistics show one in five managers or supervisors will find themselves in litigation or part of an employment related claim or charge. This hard-hitting film featuring Harry Hamlin of LA Law fame explores the Eight Management Pitfalls – pitfalls which could end up costing you and your associates valuable time and your company millions of dollars. You will learn through example and discussion what they are, how to avoid this costly exposure and how to stay out of court.	VHS/23 Minutes	2003	Call Number: HF5549.12 L443 2003
<b>Legal Survival Skills for the Modern Manager</b>	Dramatization with interspersed commentary. Teaches twelve basic survival skills that help companies remain in compliance with major employment legislation while at the same time encouraging worker morale and productivity.	DVD/26 Minutes	2005	HF5549. L443 2005
<b>Managing Me</b>	Six vignettes depict various problem situations in the workplace. Viewers are presented with 2 options for each situation: reacting with one's gut (impulse) or one's head (reason). This video demonstrates the wisdom of reacting with reason as follows: teach, don't attack; mediate, don't take sides; solve, don't blame; open doors, don't close them; negotiate, don't argue; confront, don't avoid.	DVD/ 17 Minutes	2008	BF637.148 M36 2008

Video Title	Description	Format/ Length	Year	Call Number
<b>Managing People for Project Success</b>	This film covers the process of project management including team motivation, leadership, authority and interpersonal influences and conflict resolution.	VHS/30 Minutes	1985	HD69 P75 M36 1985
<b>Mixing Four Generations in the Workplace</b>	Addresses the conflict between generations in the workplace and how to minimize its negative effects.	DVD/34 Minutes	2007	HF5549.5. M5 M59 2007
<b>Negaholics: How to Handle Negativity in the Workplace</b>	If phrases like 'That'll never work,' 'I just can't do it,' and 'Things are terrible around here' sound all too familiar, chances are that you deal with Negaholics on a regular basis. Individuals who are addicted to negative behavior and negative thinking can slow projects to a grinding halt, destroy team spirit, spread their poisonous attitudes throughout the workplace – and make life miserable for people who have to work with them. This video provides you with some powerful tools and strategies that can transform negative attitudes into positive behaviors.	VHS/3 60- Minutes videos	1999	HF5548.8 N44 1999
<b>Solving Conflict: For Managers, Supervisors, and Team Leaders</b>	Contains a how-to training, designed to help participants learn how to resolve conflict.	VHS/27 Minutes	1993	HF5549. 12 S64 1993
<b>Supervisory Skills in Action</b>	<p>From learning patience to fostering empowerment, help your new managers understand the more complex and challenging qualities that every manager needs to be successful.</p> <ul style="list-style-type: none"> <li>• Understand that a manager's role is to help others achieve, rather than do everything themselves.</li> <li>• Learn to motivate and understand those you may not have much in common with.</li> <li>• Realize how to confront team members that may attempt to undermine management.</li> <li>• Learn to use recognize when constructive coaching techniques will help employees improve.</li> </ul> <p>The message that underlies everything is the importance of respect . . . respect for your colleagues, your responsibilities and respect for yourself.</p>	VHS/17 Minutes	2005	HF5549.12 S87 2005
<b>Training Ground: Supervisory Skills</b>	This video offers an overview of basic supervisory skills for supervisors with any level of experience. It covers: active	VHS/26 Minutes	1998	HF5549.5 T7 T73 1998

Video Title	Description	Format/ Length	Year	Call Number
	listening skills; the five Ls for supervisors; giving and receiving feedback; time management and delegation skills, and progressive discipline and conflict resolution.			
<b>Working with Difficult People</b>	Describes a process to use in dealing with difficult behavior.	VHS/26 Minutes	1984	HD42 W67 1984



## Podcasts

Center for Creative Leadership - [Calming Conflict](#)

### [iTunes University Free Download](#)



**PONcast: podcasts  
from PON**

**Program on  
Negotiation at  
Harvard Law School**



**What Great Bosses  
Know**

**The Poynter Institute's  
Jill Geisler**

**Management**

## On-Line Courses for a Fee on Conflict Management

### California Virtual Campus

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085

Online Contact: <http://www.cvc.edu/contact/>

### OTech - Training & Event Center, HALO (High Achievement Learning Organization) “Office Desk Courses”

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547

Website: <http://www.dts.ca.gov/training/default.asp>

Email: [training@state.ca.gov](mailto:training@state.ca.gov)

- Recognizing and Managing Anger (Second Edition)

# Instructor-Led Courses for a Fee on Conflict Management

## [American River College](#)

American River College offers instructor- led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011

Online Contact: [info@arc.losrios.edu](mailto:info@arc.losrios.edu)

## [College of Continuing Education, California State University Sacramento \(CSUS\)](#)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433

On-line contact: [http://www.cce.csus.edu/general\\_info/contactus.htm](http://www.cce.csus.edu/general_info/contactus.htm)

## [Centre For Organizational Effectiveness](#)

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119

Online Contact: <http://www.tcfoe.com/contact.html>

Email: [info@tcfoe.com](mailto:info@tcfoe.com)

## [Cooperative Personnel Services \(CPS\)](#)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Website: [www.cps.ca.gov/training.aspx](http://www.cps.ca.gov/training.aspx)

Phone Number: (916) 263-3614 Option 3

Email: [trainingcenter@cps.ca.gov](mailto:trainingcenter@cps.ca.gov)

- Communicating Effectively (1 day)
- Dealing with Difficult People (1 day)
- Effective Listening (1 day)
- Collaboration Skills ( 2 days)
- Attitudes, Anxieties, and Anger, (1 day)
- Conflict Management (1 day)
- Relationship Strategies for the Workplace (1 day)

### **Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace.

Website: [Career Technology Programs](#)

Phone Number: (916) 608-6687

Online Contact: [http://www.flc.losrios.edu/Contact\\_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

### **Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer's worksite. BEDC will customize training to meet the employer's needs.

Phone Number: (916) 563-3230

Website: [www.trainingsource.losrios.edu](http://www.trainingsource.losrios.edu)

Email: [WinnerB@losrios.edu](mailto:WinnerB@losrios.edu)

- Listening Skills (1 day)
- Effective Communications (1-3 days)
- Interpersonal Communications (2 days)
- Managing Conflict (1 day)
- Team Management (2 days)
- Facilitation Skills (1-2 days)
- Influencing Without Authority (1 day)
- Communicate Congruently (1 day)

### **OTech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.

Phone Number: (916) 739-7502

Website: [www.training.ca.gov](http://www.training.ca.gov)

Email: [Training@state.ca.gov](mailto:Training@state.ca.gov)

- Interpersonal Skills (1 day)

### **State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Upward Mobility, to the Analyst Series Certification, Supervisory Training, Equal Opportunity Academy, and more.

Phone Number: (916) 653-2085

Email: [tp@spb.ca.gov](mailto:tp@spb.ca.gov)